

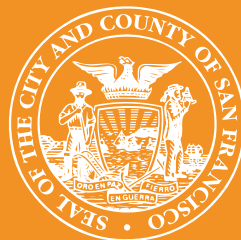


San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

ANNUAL REPORT FY 20-21

Michael T. Phillips, Chief Executive Officer
Monica Biley, Chief Nursing Officer
Nawzaneen Talai, Chief Quality Officer
John Grimes, Chief Operations Officer
Dr. Wilmie Hathaway, Chief Medical Officer

December 21, 2021

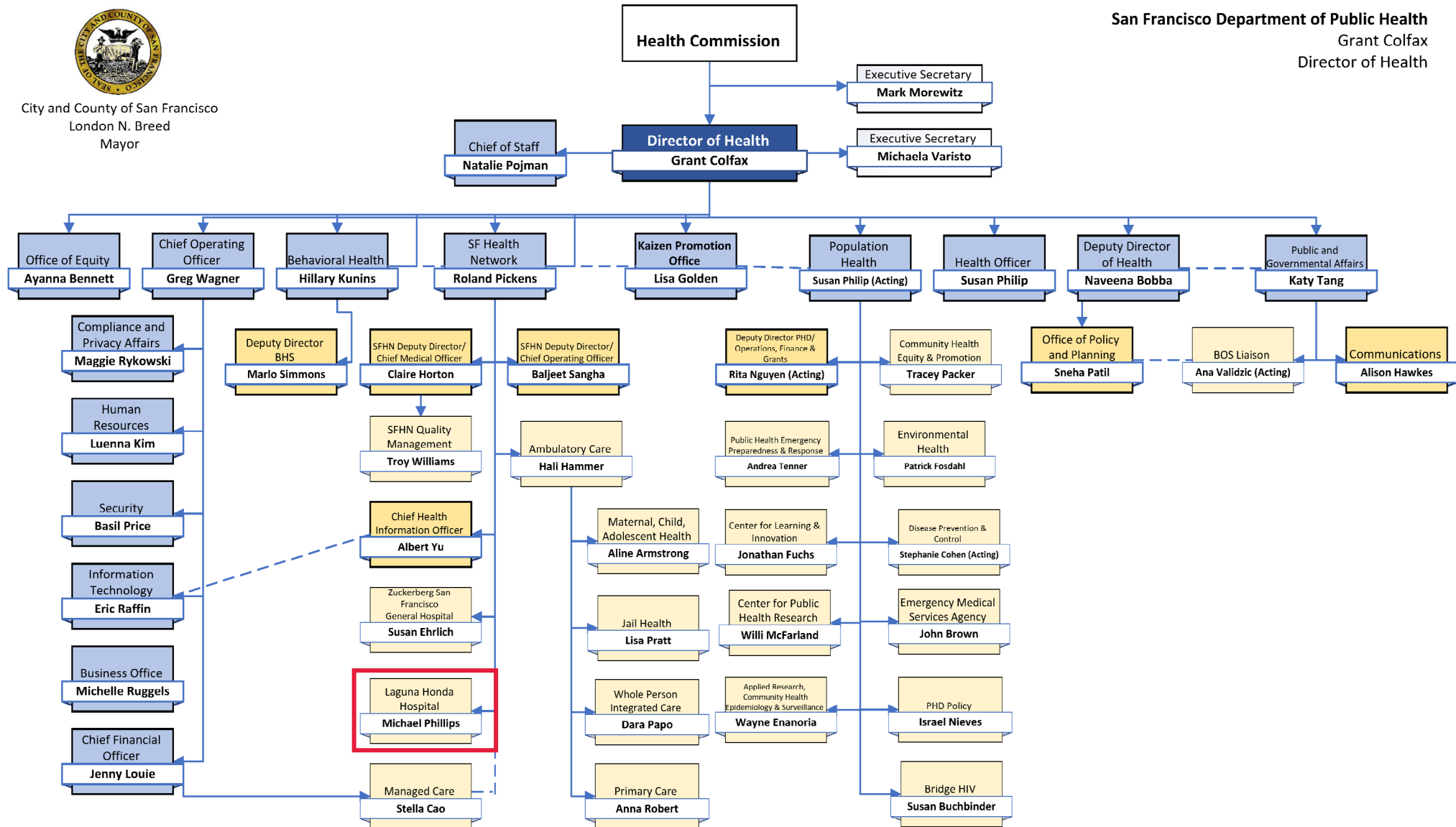


About LHH: Organizational Chart



City and County of San Francisco
London N. Breed
Mayor

San Francisco Department of Public Health
Grant Colfax
Director of Health



Last Updated: 08/16/2021



About LHH



OUR MISSION

To provide a welcoming, therapeutic, and healing environment that promotes the individual's health and well-being.



OUR VISION

To build healthier lives as the leader in post-acute care.



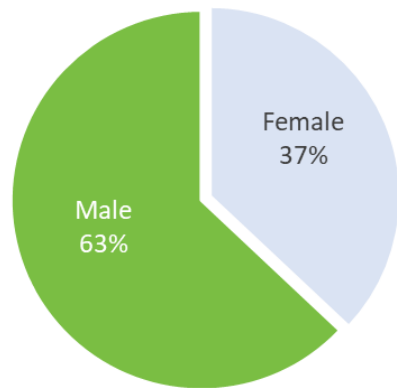
OUR VALUES

- Resident Centered Care
- Compassion
- Professionalism
- Competency
- Teamwork
- Collaboration
- Integrity
- Communication

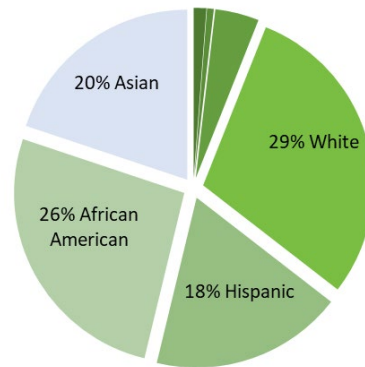


Who We Serve

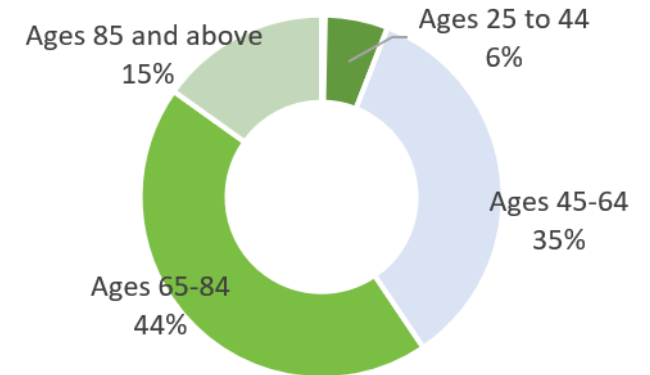
Residents by Gender



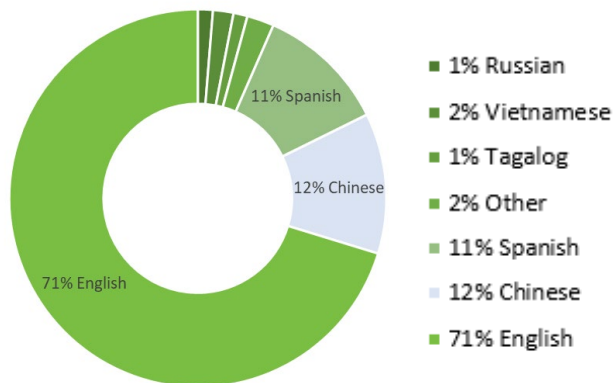
Residents by Race



Residents by Age Group



Residents by Primary Language



Community Discharges

FY 19-20	FY 20-21
123 days	153 days

Average Length of Stay Prior to Community Discharge

FY 19-20	FY 20-21
175 days	305 days



A Year in Review



221,662
Total Resident Days



182
Average Length of Stay



164
New Admissions



934
San Franciscans Served



3,760
Hours Completed by Volunteers



153
Residents Discharged Back
into the Community



100%
Of Staff Received COVID-19
vaccination

94%
Of Residents Received COVID-19
vaccination



LHH Financials

Financials (in millions)	FY 20-21	FY 19-20
Total Operating Revenues	\$250.50	\$206.94
Total Operating Expenses	\$296.41	\$285.05
General Fund	\$33.55	\$67.87
Salaries and Fringe Benefits (includes in Total Operating Expenses)	\$225.82	\$215.69



LHH Financials

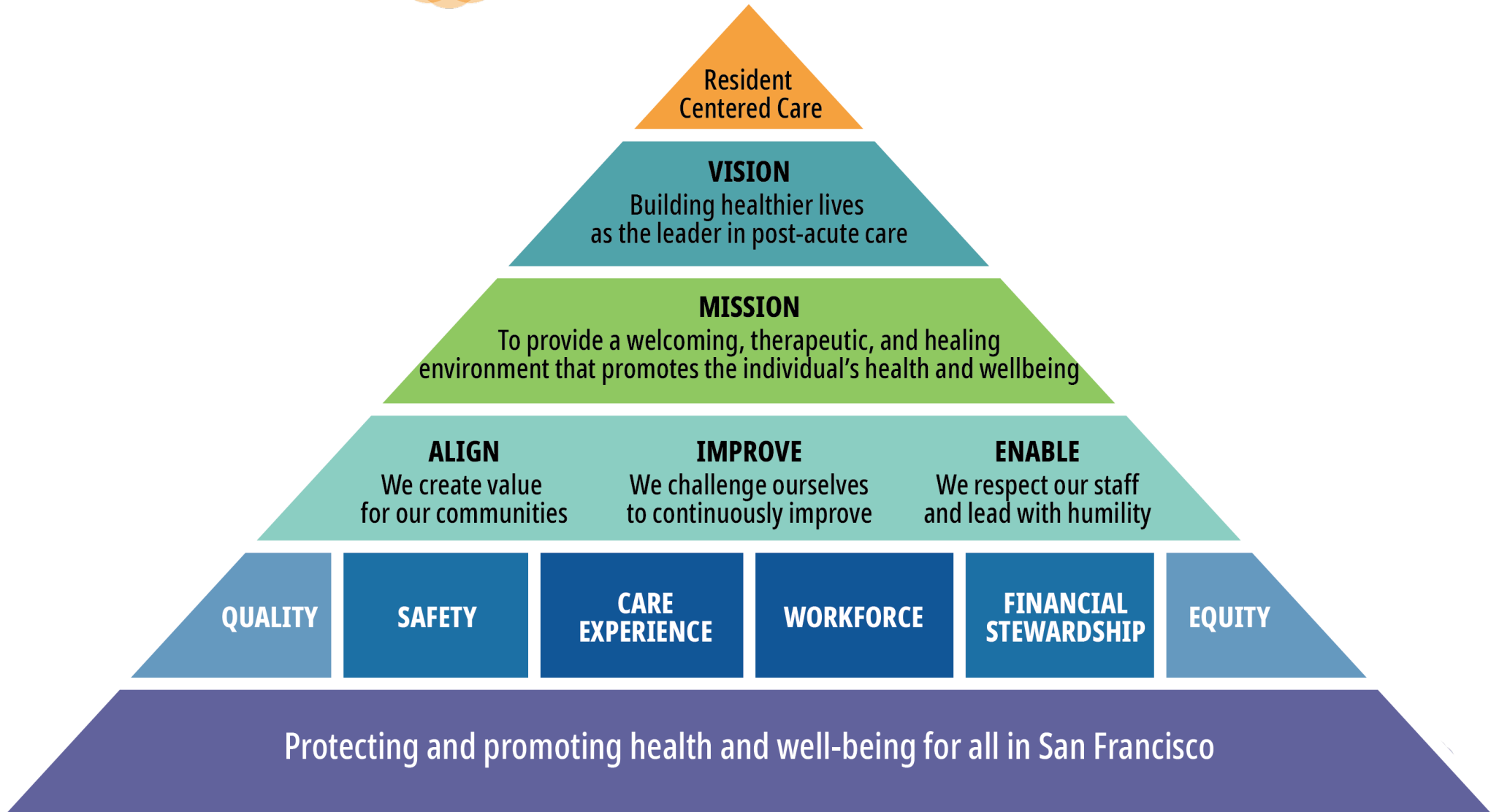
- Laguna Honda projects a surplus of \$23.7M for fiscal year FY2020-21
- The surplus is largely attributed to \$23.5M revenue surplus from higher than budgeted Medi-Cal SNF per diem rates and prior year DP/NF settlements.
- Revenue growth and emergency relief funding resulted in a decrease to the LHH general fund subsidy, allowing funding to be reallocated across the City.
- Expenditures were on budget for the fiscal year, with a modest increase of 4.0% over the prior year due to cost of living salary and fringe adjustments and emergency response spending.



True North Pyramid



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center



True North Metrics

True North Goal	Measure	FY20-21	Target
Quality	Reduce pressure ulcers and falls with major injury	55	79
Safety	Barcode Medication Administration compliance	94%	90%
Care Experience	Likelihood to recommend care	99%	100%
Workforce	Likelihood to recommend working here	77%	85%
Financial Stewardship	Expenditure growth to not exceed General Fund growth (%)	-2.4%	
Equity	Reduce number of discrete incidents per category (9) for Black / African American residents	497	477 (-10%)

The LHH Way

Key Quality of Care Accomplishments

- Decreased number of newly acquired pressure ulcers (PU) by 21%
- Instituted a new performance improvement plan for PU management
- Launched a Falls Performance Improvement Team

Key Safety Accomplishments

- Continuation of Barcode Medication Administration (BCMA) system initiative and improving practices
- Increasing the target from > 90% to > 95% compliance
- Improved nursing workflows to ensure BCMA efficiency and continuation of workflow to support scanner replacement and repair, and the use of ID cards
- Continuation of system to assure that medications dispensed by the pharmacy and residents' ID bands are scannable



The LHH Way

Key Care Experience Accomplishments

- Laguna Honda focused on maintaining the likelihood of recommending Laguna Honda
- Maintained quarterly scores over 85%
- Thanks to the continued support of the Social Services Department, we have been able to continue to gather care experience data



Key Workforce Accomplishments

- New Culture of Safety staff survey administered, which gauges progress impact of action plans
- Staff sample size for Culture of Safety survey doubled during FY19-20
- Survey responses reflect an overall increase in staff satisfaction



The LHH Way

Key Equity Accomplishments

- Launched the new Department of Equity and Culture.
- Re-formed the Equity Action Council with representation from over 80% of LHH departments.
- Completed preliminary analysis of unusual occurrence (UO) data with disaggregated race/ethnicity data to understand where inequities exist and to inform interventions.
- Co-authored DPH's Racial Equity Action Plan.



Epic Development and Stabilization

- **Stabilization** - Epic stabilization efforts aligned with DPH's response to COVID-19. Subject matter experts and super users were reassigned to assist citywide COVID response.
- **COVID-19 Response** - Updates made to allow tracking of COVID tests and vaccine status, as well as upgraded views that facilitated catching changes in resident status.
- **Data Collection** - Reports were created to assist departments looking for opportunities to support quality improvement and regulatory compliance.
- **Epic Development for Long Term Care** - As one of the largest SNFs using Epic, we recommend upgrades. Several recommendations have been implemented into Epic production and additional suggested builds are currently being facilitated into future upgrades.



Highlights in Fiscal Year 2020 — 2021

Safe Reopening and COVID-19 Response

- **July 2020** — Welcomed new residents for the first time since March 2020.
- **September 2020** — Resumed visitation and additional reopenings, including many clinics and the salon,
- **December 2020** — Turning point for Laguna Honda's pandemic response as our community was one of the first in the country to get vaccinated.
- **February 2021** — Laguna Honda staff played a key roll in vaccinating San Franciscans at the Southeast Health Center and Zuckerberg San Francisco General vaccine sites.
- **April 2021** — In early 2021, Laguna Honda significantly expanded visits by resuming in-unit visits seven days a week. Resident activities such as Art with Elders, bedside communions, in-person Resident Council Meeting, and other quality of life activities also resumed.



Highlights in Fiscal Year 2020 — 2021

Awards and Staff Accomplishments

- **August 2020** — LHH Nurse Manager, Dr. Igor Mocoerro's research on PrEP published in JAANP.
- **August 2020** — Epic Core Team celebrated one year anniversary.
- **October 2020** — Laguna Honda's Quality Measures from CMS returned to four stars.
- **November 2020** — Laguna Honda received Top Honor for the 2020 Quality Leaders Award from California Association of Public Hospitals and Health Systems (CAPH) for COVID-19 response and mitigation.
- **December 2020** — Cambridge University Press published *Timely Intervention and Control of a Novel Coronavirus (COVID-19) Outbreak at a Large Skilled Nursing Facility*. Laguna Honda paper co-authors include Irin Blanco, Jennifer Yu, Dr. Wilmie Hathaway, Dr. Lisa Hoo, and Nawzaneen Talai.
- **February 2021** — Laguna Honda Nurse Manager Brigitta van Ewijk was featured at the Rainbow PUSH Coalition COVID-19 event for her service to support the community during the pandemic.



Highlights in Fiscal Year 2020 — 2021

Celebrations and Campus Events

- **August 2020** — “Back to School” staff celebration days with an estimated 1,000 staff participating.
- **September 2020** — Feed the Frontlines delivered over 200 meals to our AM staff.
- **December 2020** — Annual resident holiday gift program with all resident receiving specialized gifts.
- **December 2020** — Years of Service event where we celebrated employees who reached a milestone year with the organization.
- **January 2021** — Mayor London Breed highlighted Laguna Honda in State of the City Address call staff heroes.
- **May 2021** — During Nurses Week, we had the opportunity to celebrate our wonderful nurses and caregivers at Laguna Honda.
- **June 2021** — Pride Month celebrations, including Pride Prom and Pride Bingo, were the first large- scale, hospital-wide resident activity since the beginning of the pandemic.



Highlights in Fiscal Year 2020 — 2021

Media Highlights

- **July 2020** — The San Francisco Chronicle profiled Laguna Honda's effective COVID-19 response.
- **September 2020** — Laguna Honda's Pauline Tran recognized as one of the Bay Area essential workers.
- **January 2021** — The New Yorker profiled Laguna Honda's effective COVID-19 response.
- **March 2021** — Laguna Honda's Beza Kinefe was profiled on the one-year anniversary of the pandemic for her work on the frontlines. Beza was part of the South 5 team that cared for all of Laguna Honda's COVID-19 positive residents.



How SF's Laguna Honda averted coronavirus disaster



LHH's COVID-19 Response



This past year saw life-saving vaccines, new treatments for COVID-19, rapid tests, and the resumption of pre-pandemic programming as well as the very challenging winter 2020/2021 surge in cases.

Together, LHH staff and residents mitigated the impact of COVID-19 and emerged as national model.



COVID-19 Vaccine Rollout

Staff Vaccinations

- Vaccinations began on December 18, 2020.
- Vaccines are administered by Laguna Honda's Clinic.
- 100 percent of staff are now fully vaccinated; vaccinations rates were high prior to the mandate with over 90 percent vaccinated.
- Early access to vaccines and high uptake changed the trajectory of the pandemic at LHH.

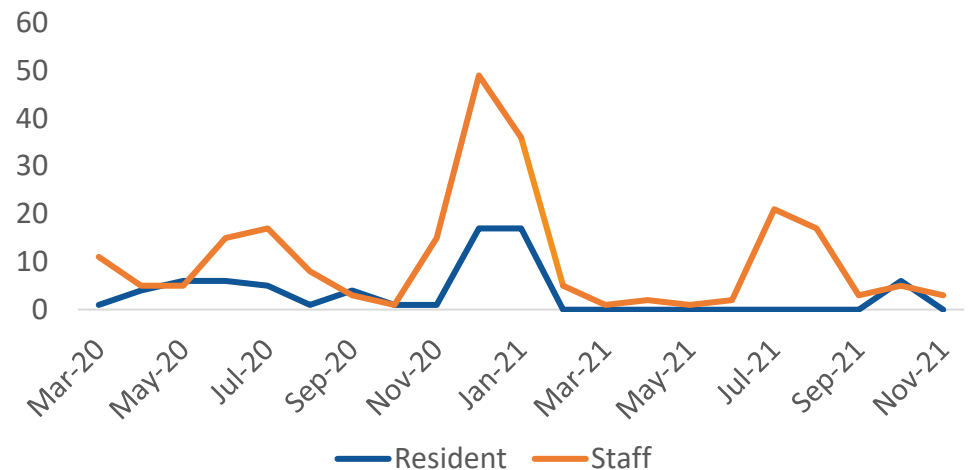


COVID-19 Vaccine Rollout

Resident Vaccinations

- Vaccinations began on January 4, 2021.
- The initial rollout was conducted in partnership with Walgreens and is now overseen by Medicine, Pharmacy, and Nursing.
- 92 percent of residents are fully vaccinated.
- Since the vaccine rollout, just six of over 700 residents have tested positive for COVID-19 and there have been zero fatalities.

COVID-19 Cases at Laguna Honda



LHH's COVID-19 Response

Key COVID-19 Response Accomplishments

- **Booster Rollout** – Implemented COVID-19 boosters for staff and residents as more groups became eligible.
- **BinaxNow Rapid Testing** – Implemented BinaxNow Rapid Tests beginning in January 2021 for “response testing” after positive cases. Rapid Tests support LHH in identifying cases early.
- **Monoclonal Antibodies Treatment** – Successfully used antibodies treatment for residents who test positive and have symptoms beginning in October 2021.



LHH's COVID-19 Response

Key COVID-19 Response Accomplishments

- **Safely Resumed Visits** – Beginning with outdoor visits only, and expanding now to in-room visits, LHH has prioritized safe visits. LHH's Contact Investigation Team has yet to trace a COVID-19 case to a visit. Throughout the pandemic, LHH supported compassionate care visits.
- **Safely Resumed Resident Out on Pass** – LHH gradually resumed out on pass for residents, with additional COVID-19 precautions.
- **Lifting of Laguna Honda Pandemic Health Orders** – LHH had extra protections in the form of two Health Officer orders. Given the progress made, the Health Officer rescinded the two orders in December 2022.
- **Responding to Pandemic Surges** – As cases rise and fall in the community, LHH follows the science and responds by increasing and relaxing measures, as is needed to keep our community safe and deliver excellent care.



Being a Wonderful Place to Work

- Developed and disseminated a Staff Engagement Pulse Survey
- Expanded staff appreciation events:
 - Appreciation meals
 - Frequent giveaways
 - Staff appreciation events
 - Team of the month with prizes
 - Resumption of the DAISY Awards for Excellence in Nursing
- Increased communication, especially to accompany major announcements like COVID vaccines: Daily Situation Status, CEO Letters, and Town Halls and Leadership Forums.



In Summary

Delivering Excellent Care During a Pandemic

Laguna Honda worked to keep our community safe from the virus while also resuming important services and programming for our residents.

Focus on Quality

Laguna Honda significantly expanded the Quality Management Department with new staff and many new initiatives to support departments hospital-wide.

Investing in People

Laguna Honda welcomed many new staff members, including many in leadership positions.



The background image is a photograph of a modern, multi-story building with a glass curtain wall. The building is seen from a low angle, looking up. The entire image is covered with a semi-transparent orange filter. The text "THANK YOU" is centered in the middle of the image in a white, sans-serif font.

THANK YOU